

ER 82-0120

**DEPARTMENT OF DEFENSE**NATIONAL DEFENSE UNIVERSITY
WASHINGTON, D.C. 20319REPLY TO
ATTENTION OF:

NDU-P

3 February 1982

Honorable William J. Casey
Director
Central Intelligence Agency
Washington, D.C. 20505

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Dear Mr. Casey:

It is a pleasure to invite you to nominate four candidates to attend the National War College and one candidate to attend the Industrial College of the Armed Forces commencing 9 August 1982. We would appreciate having your nominations to include personal histories, prior to 15 April 1982. Early submission of your nominations will be appreciated.

To assist you in the selection of candidates, I have attached an extract from the Department of Defense Instruction which establishes the criteria for selecting civilian employees from DOD as students. Also attached is a succinct description of our academic program which may be useful in providing information to your candidates.

The U.S. Office of Personnel Management (OPM) has agreed that completion of either of the 10-month resident courses at the National Defense University (i.e., the National War College or Industrial College of the Armed Forces) exempts candidates, in the Executive Development Program seeking appointment in the Senior Executive Service, from the requirement to participate in the OPM Executive Development Seminar. A copy of the OPM letter of 25 February 1981 attesting to this exemption is also attached.

A key part of the learning process at the National Defense University is the exchange of ideas, knowledge, and experiences among the military and civilian students who represent a variety of agencies and functional activities. We feel it is especially important that each nominee be considered by his or her agency as a career executive who can be expected to attain future positions of high responsibility in government.

Prior to the beginning of the Academic Year each student must have initiated a Top Secret and Department of Energy "Q" Clearance and a Special Background Investigation, for access to Special Compartmented Information.

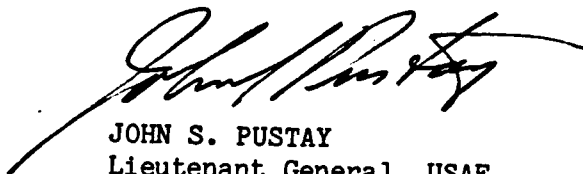
NDU-P

Honorable William J. Casey

Please feel free to have your staff contact my Administrative and Personnel Services Division at 693-8623 if they have queries of an administrative nature.

I am confident that the participation of your personnel in our program will be mutually beneficial.

Sincerely,



JOHN S. PUSTAY
Lieutenant General, USAF
President

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CRITERIA FOR SELECTION OF CIVILIAN EMPLOYEES OF
THE DEPARTMENT OF DEFENSE FOR ATTENDANCE AT
THE JOINT COLLEGES

1. The opportunity of having civilian employees attending the joint colleges affords the Department of Defense another means of assuring that key civilian personnel are properly equipped to carry out responsible duties in the Department. It is important that the necessary time and attention, including the endorsement of the candidate by a high-level committee, be devoted to the selection of nominees for this purpose, if the Department is to take full advantage of this opportunity. In the selection, the following criteria will be observed:

a. The employee must have an appointment without time limitation and must have competitive status if employed in the competitive service;

b. The employee selected for the National War College or the Industrial College of the Armed Forces must occupy a position in grade GS-15 or above. In a few instances, employees in Grade GS-14, who have demonstrated an exceptionally high potential for advancement, may be considered for selection. The employee selected for the Armed Forces Staff College must occupy a position in grade GS-12 or above;

c. The employee must have demonstrated a potential for higher level responsibilities in the DoD;

d. The employee must have arrived at a point in his career development where the specific educational opportunity offered by each of the colleges is appropriate and desirable for his future development within the DoD. Careful consideration should be given to the employee's probable future assignments and responsibilities and a judgment made concerning the applicability of the college's program to his development;

e. Because of the extremely broad scope of the college courses, employees nominated should have demonstrated a capacity to adjust themselves readily to a variety of substantial fields, to master complex subject matter quickly, to appreciate the problems and understand the implications involved in economic, political, technological, administrative, and military planning;

f. One of the learning techniques used by the colleges is small group activity. Employees nominated for attendance at one of the colleges should, therefore, have demonstrated an adaptability for work in small groups as an approach to the educational process;

g. The employee should possess the educational background, maturity, and poise to meet on an equal footing with the other military students (Army, Air Force, and Marine Colonels and Lieutenant Colonels, and Navy Captains and Commanders at the National War College and the Industrial College of the Armed Forces; Army and Marine Corps Lieutenant Colonels and Majors, Air Force Majors, and Navy Lieutenant Commanders at the Armed Forces Staff College).

h. The employee must have or be able to obtain clearance for access to Top Secret information.

i. The employee must desire to attend the college.

j. In order for the DoD to profit by the investment in personnel who take a course at one of the colleges, only employees who are expected to be available for further service in the DoD upon completion of the course should be nominated. Therefore, an employee nominated for the course must be willing, if selected, to agree to remain with the DoD for a minimum period of 3 years upon completion of the course, or for such a portion of this 3-year period as his services may be required.

2. Deviations from these criteria may be made only in exceptional cases if it is considered to be in the best interests of the DoD, and then only upon approval of the Head of the DoD Component concerned, or his designee for this purpose.

3. In addition to meeting the criteria in 1 above, employees nominated for the National War College should hold a position or be earmarked for one in which the political military affairs curriculum of the National War College is relevant. While specialists in technical or scientific matters are eligible, experience has shown that such persons also must have a strong background in the matters which are covered in depth in the curriculum. These include such national security fields as: International Affairs, the relation of military policy to foreign policy, the decision-making process, the US domestic environment, US strategy, plus an array of elective courses relating to US national security issues. The employee must have a broadly based educational background and be intellectually capable of future senior level assignments in planning, intelligence, and other joint activities, of the DoD, National Security Council, Department of State, USIA, AID, ISA, CIA, NSA, and other national security-oriented agencies. The National War College program requires a high degree of participation (oral and written) on national security related topics.

4. In addition to meeting the criteria in 1 above, employees nominated for the Industrial College of the Armed Forces must hold a position, or have been selected for a later assignment to a position which entails considerable decision-making responsibility in the management of national security resources, including the related economic, social, political, environmental, technological, administrative and military factors. Further, the employee's position should be one requiring an understanding in depth of the principles, policies, operations, and organizations involved in national and international security affairs.

THE NATIONAL WAR COLLEGE
Fort Lesley J. McNair
Washington, D. C. 20319

1. General

a. The National War College is sponsored jointly by the Departments of State and Defense. The mission of The National War College, as the only U. S. Government educational institution dedicated to the study of national security policy formulation and the planning and implementation of national strategy, follows:

(1) Conduct a senior level course of study promoting excellence in the development of national security policy and strategy, and the application of military power in support thereof, including doctrine for joint and combined operations and consideration of war-fighting capabilities.

(2) Through study and research, enhance the preparation of selected personnel of the Armed Forces, the Department of State, and other U. S. Government departments and agencies to perform high level command and staff policy functions associated with national strategy formulation and implementation.

b. The course of study and research relies heavily on the student's experience and educational background. A bachelor's degree or its equivalent is considered the minimum essential academic qualification.

c. Each class of The National War College consists of 160 students: Army--40; Sea Services (Navy, Marines and Coast Guard)--40; Air Force--40; Federal departments and agencies--40 civilians. The average age of the Class of 1982 is 42 years, and the average length of service is 18 years. The level of academic achievement is normally high. For example, 112 students, 71 percent of the Class of 1982, have earned graduate degrees.

d. Most military students are lieutenant colonels in the Army, Air Force, or Marine Corps, or commanders in the Navy or Coast Guard. Some are in the grade of colonel/captain, and many are promoted to that grade during the academic year. Civilian students are career personnel in General Schedule Grade 15, or the new Foreign Service Officer Class 1; however, individuals in grade FS-02 or GS-14 (or equivalent) who have demonstrated a high potential for advancement may be considered for selection. The prerequisite for Service selection of military students is not more than 23 years of active commissioned service on entrance to the course. Equivalent experience for civilian students contributes to a balanced and diversified student body representation.

e. Most importantly, prospective students should have already demonstrated a strong potential for high level responsibility so that the College's course of study can add appreciably to their future value to the sponsoring agency. Only those with the highest potential for advancement and for assignment to positions of high level responsibility in the management of national security affairs should be nominated.

2. Curriculum

a. The National War College curriculum is a ten month, full-time course of study and research. It includes national security policy formulation, strategic planning and decisionmaking, trends in the international environment, the security implications of major state and regional foreign and defense policies, and the role and joint and combined use of military power.

b. The curriculum is organized around four mutually supportive programs. They are designed to provide students the opportunity to broaden their perspectives, think creatively and sharpen their critical skills. These programs encourage the development of new ideas and innovative approaches to the analysis, explanation and design of policies, strategies, plans and programs to deal with problems and issues bearing on national security.

c. All students take the Core Studies Program of prescribed courses, practical exercises and political-military simulations. An Elective Studies Program complements the Core Studies Program and permits each student to broaden his knowledge of national security affairs or to develop an in-depth understanding of particular areas of interest. The issue-oriented, program-solving Strategic Studies Program of individual and group research is focused on topics sponsored by and relevant to the needs of the departments and agencies of the national security affairs community. The Field Studies Program of domestic and international field trips is designed to support and serve as an integral element of the Core, Elective and Strategic Studies Programs.

3. Teaching Methodology and Emphasis

The National War College academic program is designed to enhance the professional capabilities of the students to make decisions and manage programs involving national security issues in an increasingly complex and ambiguous world. Intellectual freedom is encouraged and there are no school solutions for the many issues addressed. The emphasis is on the demonstration and practical application of what has been learned. Educational methods include Distinguished Guest and Resident Faculty Lectures, carefully integrated course readings, discussion groups and seminars, case studies, field trips, practical exercises, political-military simulations, and group projects. The College's emphasis on participatory methodology requires each student's active engagement, as an individual and as a representative of his or her department or agency.

INDUSTRIAL COLLEGE OF THE ARMED FORCES
Fort Lesley J. McNair
Washington, D.C. 20319

1. General

a. The mission of the Industrial College of the Armed Forces is to conduct senior level courses of study in the management of resources for national security. The course focuses on material and manpower management with emphasis on mobilization and emergency preparedness planning. The primary objective of the College is to enhance the preparation of selected military officers and senior career civilian officials for positions of high trust in the Federal Government. A prerequisite student background for this executive level course includes as a minimum a baccalaureate degree, or its equivalent, and demonstrated potential to serve in increasingly responsible positions.

b. An Industrial College of the Armed Forces class normally numbers 210 resident students, consisting of officers and civilians selected carefully from among the most promising career professionals of their respective Services and Agencies. About four-fifths of a typical class includes military officers of colonel, lieutenant colonel, and equivalent naval rank: Army-57; Navy-40; Marine Corps-10; Coast Guard-2; and Air Force-57. The remaining students (44) are civilians of comparable grades, representing a variety of Federal agencies concerned with national security. The average student age is about 42 with average time in Government service about 19 years. Their educational level is high; for example, 154 students, 71 percent of the Class of 1981, hold graduate degrees.

c. Most civilian students are career personnel in General Schedule Grade 15, or Foreign Service Officer Class 3, or higher. However, unusually well-qualified personnel in Grade GS-14 (or equivalent), who have demonstrated a great potential for advancement, may be considered for selection.

2. Curriculum

a. The ten-month resident program, conducted from mid-August to mid-June, is designed to provide opportunities for students to broaden their perspectives and to enhance their analytical and decision-making skills thereby preparing them to assume increasingly responsible executive level positions. The core program, taken by all students, examines the national security implications of:

- Techniques and complexities of management in the public sector and the nature of the political processes in federal governmental actions.

- Effective executive skills in the optimal utilization of human resources.

- Qualitative and quantitative problem-solving tools and analytical skills essential to the allocation and management of resources in support of national security.

• Competition between requirements for national security and other social goals of American society.

• Major domestic and world environmental factors.

• Public policy analysis and decisionmaking.

• Major managerial systems used in procuring and managing human and material resources for national security.

• Interaction between strategic options and resource requirements inherent in both short and protracted conflicts.

• Problems and capabilities of the industrial base in procuring material for defense.

• The mobilization base and the mobilization planning and management process, in the areas of executive perspective and development, resource management, public policy management, and preparedness planning.

b. The Electives program extends and supports the core curriculum by offering a substantial variety of supplemental courses in the College's major disciplines. Some are designed for students who have not had an opportunity to study related subjects, while other courses are intended for students with recent experience who want to probe more deeply into a specific area of the core curriculum. Students may choose to participate in an individual or team research project in lieu of some or all electives. Students also have access to all elective courses taught by the National War College.

c. Early in the academic year, all students participate in an Executive Assessment and Skills Development Program, which helps them to plan their individual curriculum and to sharpen interpersonal skills. Throughout the academic year, emphasis is placed on the need to develop communication skills. Students must prepare individual written and oral reports, and contribute to reports prepared by study groups.

3. Teaching Methodology and Emphasis

a. The teaching approach is multidisciplinary, balancing more formal approaches with individual involvement in case studies and in small group activities. The program emphasizes the value of using qualitative and quantitative skills to help identify the essence of typical national security problems and apply analytical techniques and develop relevant options.

b. A shared academic experience is provided through the year. The faculty provides unique expertise; but they facilitate rather than dominate the learning process, pursuing jointly a professional venture. The College's emphasis on development of public sector executive skills is a response to the critical challenges confronting the U.S., and is a proved method to assure that the United States has future leaders able to manage its increasingly limited resource base, while maintaining an optimum level of national security. In this connection, students are afforded the opportunity to interface with governmental agencies involved in the mobilization arena.